

# Organization Capacity Evaluation

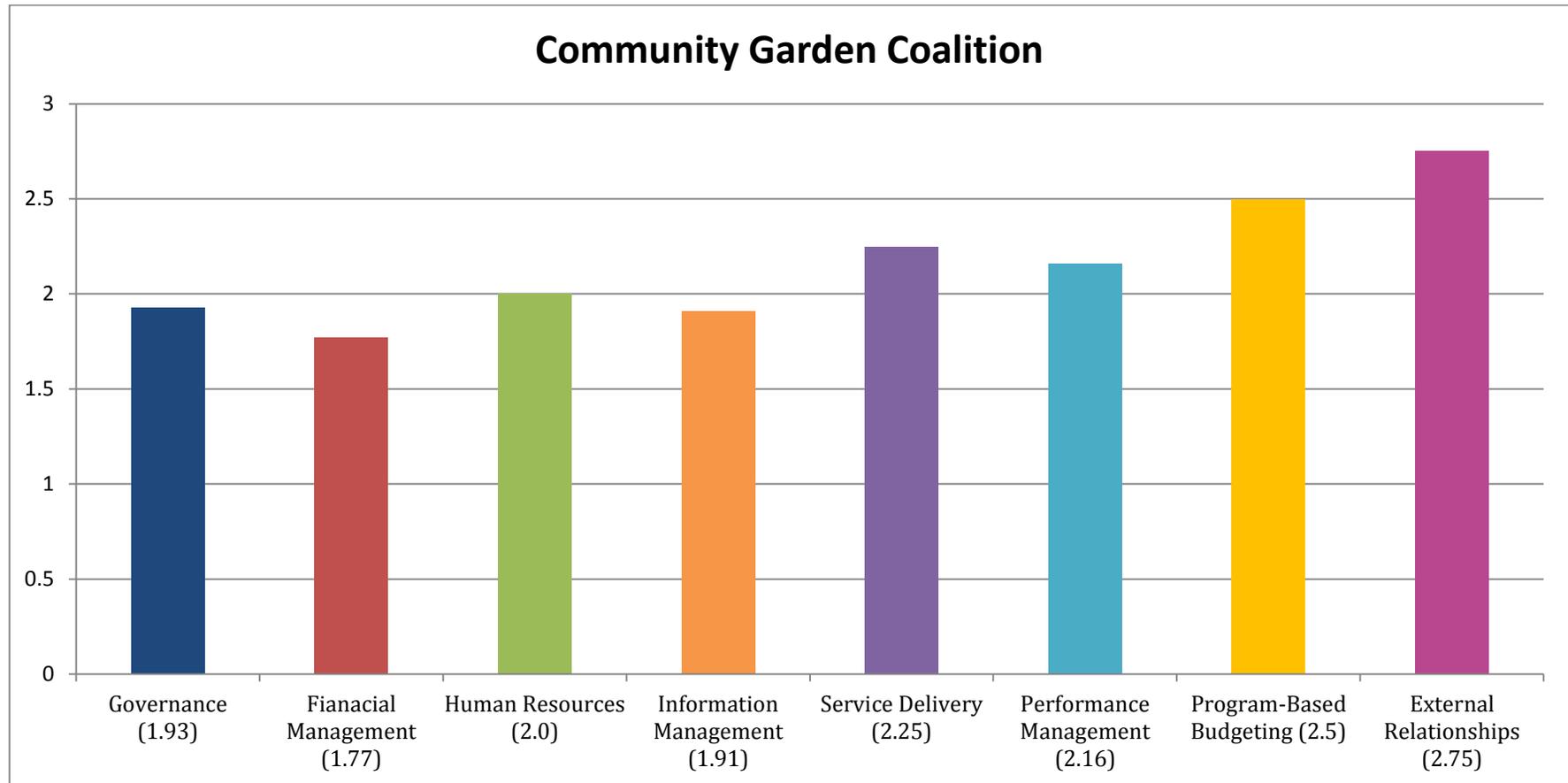
Organization: Community Garden Coalition

Date of Review: August 27<sup>th</sup>, 2013

Evaluation Valid: July 1, 2013-June 30, 2016

Overall Evaluation Score: 2.15

**Scale**  
3 = High Level of Capacity  
2 = Moderate Level of Capacity  
1 = Low Level of Capacity



## 1. Governance: 1.93

	Response	Subheading Score	Category Score
<b>Mission Statement</b>	High – Clear expression of organization’s reason for existence		<b>3</b>
<b>Vision Statement</b>	No written vision statement		<b>1</b>
<b>Board of Directors</b>			
• Appropriate number of board members	Required to have a min. of 6 members, with a max. of 12, currently have 8 members	3	
• Average Rate	Have had 8 members for last 5 years	3	
• Terms and term limits	No – 6 year term for board officers, no terms for board members	1	
• Reflective of demographic served	Not entirely reflective, based on observation	1	
• Role in goal setting and management	Provides strong direction, support and accountability to leadership	3	
• Family/business relationships	No	3	
<i>Board of Directors Average Score:</i>		14/6=	<b>2.33</b>
<b>Policies and Practices</b>			
• Conflict of interest policy	No	1	
• Whistleblower policy	No	1	
• Document retention policy	No	1	
• Business continuity plan	No	1	
• Document meetings and track actions	Yes - Reviewed by evaluator, Date: 7/10/13	3	
• ED hiring process (Review and approval by independent persons, comparability data, and verification of the deliberation and decision)	N/A – no Executive Director	N/A	
• Lobbying written policies and reported on IRS990	Does not lobby	N/A	
<i>Policies and Practices Average Score:</i>		7/5=	<b>1.4</b>
<b>Governance Capacity Score:</b>		<b>7.73/4=</b>	<b>1.93</b>

## 2. Financial Management: 1.77

	Response	Subheading Score	Category Score
<b>Policies, Practices, and Procedures</b>			
• Written financial policies and procedures	No –only a check writing policy in place	1	
• Accountability standards or practices and controls to ensure accuracy	Low – Very limited financial standards or practices in place	1	
• Accrual basis accounting	No – Cash basis accounting	1	
<i>Policies, Practices, and Procedures Average Score:</i>		3/3=	<b>1.0</b>
<b>Oversight</b>			
• Person Responsible for daily fiscal management	Treasurer	Report	
• Is this person dedicated to fiscal management	No	1	
• Who is responsible for budget development	Board President and Treasurer	Report	
• Treasurer	Yes – Active Treasurer	3	
• Board oversight	Financial records are prepared & presented by the Treasurer at monthly meetings	Report	
• Annual review overseen by board	Yes	3	
• Form 990 provided to the Board of Directors	N/A – 990-N e-postcard filing, less than \$50,000 budget	N/A	
<i>Oversight Average Score:</i>		7/3=	<b>2.33</b>
<b>Insurance</b>			
• Workers' compensation	N/A – no employees	N/A	
• Business Auto Liability	N/A – no vehicles	N/A	
• Commercial/General Liability	Yes – on certain properties	3	
• Directors and Officers Liability	No	1	
• Professional Liability	N/A – no licensed staff	N/A	
<i>Insurance Average Score:</i>		4/2=	<b>2.0</b>
<b>Financial Management Capacity Score:</b>		<b>5.33/3=</b>	<b>1.77</b>

### 3. Human Resources: 2.0

	Response	Subheading Score	Category Score
<b>Employment Policies and Practices</b>			
• Written personnel policies	N/A	N/A	
• Non-discrimination policy	N/A	N/A	
• Affirmative Action Plan	N/A	N/A	
• Workforce reflective of demographic served	N/A	N/A	
• Labor laws clearly posted	N/A	N/A	
• Criminal background checks on employees	N/A	N/A	
• Abuse and neglect checks	N/A	N/A	
• How often conducted?	N/A	N/A	
<i>Employment Policies and Practices Average Score:</i>			N/A
<b>Staff Training and Development</b>			
• New employee orientation	N/A	N/A	
• Staff Development Plan	N/A	N/A	
• Leadership Development Plan	N/A	N/A	
• Succession Plan	N/A	N/A	
• License and certification	N/A	N/A	
<i>Staff Training and Development Average Score:</i>			N/A
<b>Volunteers</b>			
• Screened and trained	Applications are collected, no screening or training provided	2	
• How are volunteers utilized	Operate and manage all gardens	Report	
<i>Volunteers Average Score:</i>			2/1= <b>2.0</b>
<b><i>Human Resources Capacity Score:</i></b>			<b>2/1= 2.0</b>

#### 4. Information Management: 1.91

		Subheading Score	Category Score
<b>Policies and Procedures</b>			
• Retention and destruction policies	No	1	
• Funder requirements incorporated	N/A – no policy	N/A	
• Identify the records custodian	Board Secretary	Report	
<i>Policies and Procedures Average Score:</i>		1/1=	<b>1.0</b>
<b>Data Management</b>			
• Client program and participation data	Yes	Report	
• Volunteer applications and records	Yes	Report	
• Personnel records	N/A – no employees	Report	
• Financial records	Yes	Report	
• Donor and contribution records	Yes	Report	
• Mailing list	Yes	Report	
• Workflow description	N/A – no employees	Report	
• Inventory of hardware and software	N/A – no computers	Report	
• Disaster readiness or recovery plan	No	Report	
<i>Data Collection Score:</i>		5 of 6 = High	<b>3.0</b>
• Who has access to program data	Board President and Secretary	3	
• Is program data backed-up	Yes	3	
• Validity and reliability	Low – The organization has limited ability to ensure validity and reliability	1	
• Data retained in accordance with policy?	No policy in place	1	
<i>Program Data Management Average Score:</i>		8/4=	<b>2.0</b>
<b>Confidentiality</b>			
• Confidentiality policies and procedures	No – Statement on application that says no information will be shared	1	
• Confidentiality agreement for:			

<ul style="list-style-type: none"> <li>○ Employees</li> <li>○ Volunteers</li> <li>○ Board members</li> </ul>	N/A – no employees	N/A	
	No	1	
	No	1	
• How often are they renewed	N/A	Report	
• Regular Trainings	No	1	
• Individual passwords for each computer	N/A- no organizational computers	N/A	
• Privacy filters for monitors	N/A- no organizational computers	N/A	
• Back-up protocol for collected data	Yes	3	
• Utilize paper shredders and/or secure recycling	No	1	
<i>Confidentiality Average Score:</i>		8/6=	<b>1.33</b>
<b>Systems and Infrastructure</b>			
• Meets current and anticipated needs	Yes	3	
• Challenges	No current challenges	Report	
• Upgrades in next 2 years	No plans for upgrade	Report	
• Off-site data storage	Yes	3	
• Data management software	ODM, Google Docs, Excel	Report	
• Network computer system	No	1	
• Network administrator on staff	No	1	
• Network back-up protocol	No	1	
• Utilize the following:			
○ Microsoft Office Suite	Yes	Report	
○ Commercial analytical software	No	Report	
• Rate systems for:			
○ Data Collection	Moderate	2	
○ Data Management	High	3	
○ Data Reporting	High	3	
○ Data Storage	High	3	
<i>Systems and Infrastructure Average Score:</i>		20/9=	<b>2.22</b>
<b><i>Information Systems Capacity Score:</i></b>		<b>9.55/5=</b>	<b>1.91</b>

## 5. Service Delivery: 2.25

	Response	Subheading Score	Category Score
<b>Program Services</b>			
<ul style="list-style-type: none"> <li>• Most successful aspect of program(s)</li> </ul>	Neighborhood gardens are very successful	Report	
<ul style="list-style-type: none"> <li>• Barriers</li> </ul>	School-based gardens sometimes have trouble finding good, consistent leadership; neighborhood gardens need a broader base of workers at the gardens	Report	
<b>Infrastructure</b>			
<ul style="list-style-type: none"> <li>• Meet current and anticipated needs</li> </ul>	Yes	3	
<ul style="list-style-type: none"> <li>• Rate capacity for               <ul style="list-style-type: none"> <li>○ Office building and meeting space</li> <li>○ Parking and storage</li> </ul> </li> </ul>	N/A N/A	N/A N/A	
<i>Infrastructure Average Score:</i>		3/1=	<b>3.0</b>
<b>Policies, Practices, and Procedure</b>			
<ul style="list-style-type: none"> <li>• ADA Compliance and documentation</li> </ul>	Not all, the organization does have some ADA compliant facilities to accommodate most gardeners	1	
<ul style="list-style-type: none"> <li>• Written non-discrimination in public accommodations</li> </ul>	No	1	
<ul style="list-style-type: none"> <li>• Fulfill staffing ratios</li> </ul>	N/A	N/A	
<ul style="list-style-type: none"> <li>• Do you solicit feedback from participants</li> </ul>	Yes – as part of the application process, ask about the previous years’ experience for returning gardeners	3	
<ul style="list-style-type: none"> <li>• Customer grievance process</li> </ul>	No	1	
<i>Policies, Practices, and Procedure Average Score:</i>		6/4=	<b>1.5</b>
<b><i>Service Delivery Capacity Score:</i></b>		<b>4.5/2=</b>	<b>2.25</b>

## 6. Performance Management: 2.16

	Response	Subheading Score	Capacity Score
<b>Performance Management</b>			
• Barriers and challenges	No barriers or challenges	Report	
• Utilized to guide programming	Focus board and volunteers on shared goals	1	
• Consistent with other funders	No other funders	Report	
• Communicated to board	Yes	3	
• Communicated to staff and volunteers	Yes – communicated to volunteers	3	
• Rate systems for <ul style="list-style-type: none"> <li>○ Monitoring performance</li> <li>○ Reporting performance</li> <li>○ Utilizing performance for evaluation and planning</li> </ul>	Moderate High Low	2 3 1	
<b><i>Performance Management Capacity Score:</i></b>		<b>13/6=</b>	<b>2.16</b>

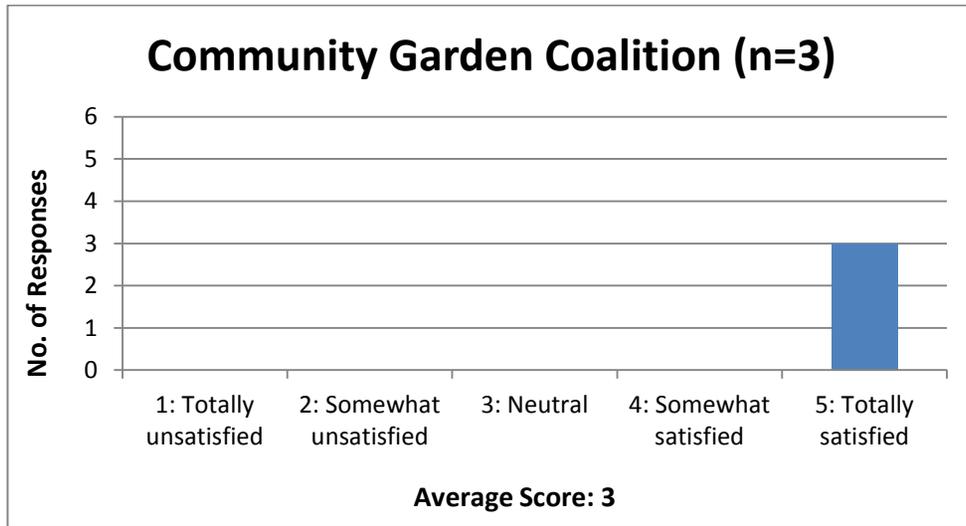
## 7. Program-Based Budgeting: 2.5

	Response	Subheading Score	Capacity Score
<b>Program-Based Budgeting</b>			
<ul style="list-style-type: none"> <li>Procedures for developing and monitoring program budgets</li> </ul>	Moderate – Organization has limited systems for utilizing information to develop the program budget	2	
<ul style="list-style-type: none"> <li>Does the process cover projected:               <ul style="list-style-type: none"> <li>Ongoing revenues and expenditures</li> <li>Occasional or special revenues and expenditures</li> <li>Capital expenditures</li> </ul> </li> </ul>	Yes - all included	3	
<ul style="list-style-type: none"> <li>Board members utilized</li> </ul>	Yes	3	
<ul style="list-style-type: none"> <li>Annual program budgets tied to annual operational plan</li> </ul>	Yes	3	
<ul style="list-style-type: none"> <li>Who is responsible for oversight</li> </ul>	Board President and Treasurer	Report	
<ul style="list-style-type: none"> <li>Rate systems for:               <ul style="list-style-type: none"> <li>Developing program budgets</li> <li>Assessing data to recognize trends</li> <li>Working with staff to understand budgets</li> <li>Working with board to understand budgets</li> <li>Accurately forecasting change in the budget</li> </ul> </li> </ul>	<p>Moderate</p> <p>Moderate</p> <p>N/A</p> <p>High</p> <p>Moderate</p>	<p>2</p> <p>2</p> <p>N/A</p> <p>3</p> <p>2</p>	
<b>Program Based-budgeting Capacity Score:</b>		<b>20/8=</b>	<b>2.5</b>

**8. External Relationships: 2.75**

	Response	Subheading Score	Capacity Score
<b>External Relationships</b>			
<ul style="list-style-type: none"> <li>• Collaboration</li> </ul>	Organization has developed strong relationships with relevant organizations	3	
<ul style="list-style-type: none"> <li>• Widely known and perceived to be engaged</li> </ul>	Widely known within the gardening community, however not widely known in the community as a whole	2	
<ul style="list-style-type: none"> <li>• External Partner Feedback                             <ul style="list-style-type: none"> <li>○ Satisfaction</li> <li>○ Effectiveness</li> <li>○ Comments</li> </ul> </li> </ul>	See Attached	3 3	
<b><i>External Relationships Capacity Score:</i></b>		<b>11/4=</b>	<b>2.75</b>

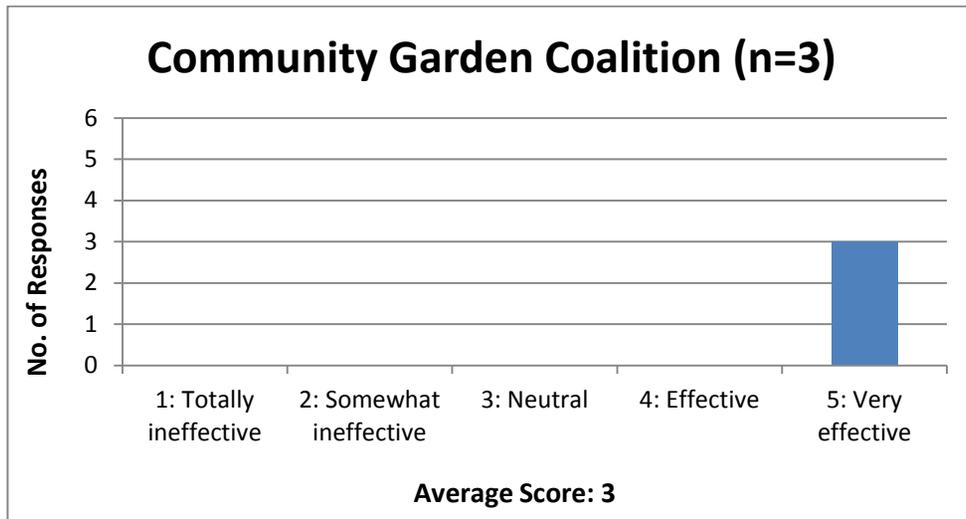
Please rate your overall satisfaction with your partnership with the agency.



**Scale**

- 3.0 = Totally satisfied
- 2.5 = Somewhat satisfied
- 2.0 = Neutral
- 1.5 = Somewhat unsatisfied
- 1.0 = Totally unsatisfied

Please rate your opinion of the effectiveness of each agency in the community.



**Scale**

- 3.0 = Very effective
- 2.5 = Effective
- 2.0 = Neutral
- 1.5 = Somewhat ineffective
- 1.0 = Totally ineffective

**Comments:**

I feel they do a good job of finding places for people to garden. It is a very good service for people in our community.

Working with the CGC (Bill McKelvey in particular) has been a great experience for me. As president of the organization, he is prompt in getting back to me with questions, is extremely helpful in giving sage advice in community gardening, and a true collaborator in the community in helping our organization. I am amazed that they run the organization as effectively as they do without paid staff.

The actions and presence of the Community Garden Coalition has greatly increased the quality of life in my neighborhood. They have helped me and my neighbors manage a community garden and have the confidence to expand into two additional sites. I strongly recommend them to others looking to do work related to community gardening. I also really enjoy their networking and tour events to meet gardeners and visit other sites in town.